

PROGRAM SPECIFIC INFORMATION

VS Career Guides

Leadership and professionalism are key values in VS and essentials for accomplishing our mission, meeting our strategic goals, and improving organizational performance. The VS Executive Team is committed to developing leadership and professionalism at all levels of the organization by providing learning opportunities, tools, and a systematic improvement process.

VS executives face special challenges. They must be visionary leaders with a strong commitment to public service. They must motivate their employees, build partnerships and communicate with their customers. They also need management skills in order to produce optimum results with limited resources.

VS management is facing increasing competition in the recruitment and retention of employees in the workforce. To meet this challenge, the VS Management Team, through the Professional Development Staff (PDS), has developed this career guide as a new approach for bringing the next generation of employees into VS management positions.

Develop VS Career Guide

The VS Career Guide serves as a developmental tool for employees who wish to enhance leadership competencies for future VS key leadership positions. It will help them plan and invest time and effort in acquiring the training or developmental assignments required for success. Using this approach, VS Managers will be able to have and shape an effective workforce.

The following positions have been included:

- Veterinary Services Chief Information Officer
- Center for Veterinary Biologics (CVB) Section Leader
- Administrative Officer

The benefit of having this guide is simply for “uniformity”. *All* VS employees will be aware of what is required to move into positions of leadership.

This Career Guide will serve as a “Road Map” to the employees who want to occupy key leadership positions within VS. They could plan and invest time and effort in acquiring the necessary leadership competencies needed in the future. Using this new approach, VS Managers will be able to have and shape an effective workforce.

Creating Your Own Career Guide

Veterinary Services is in the process of writing several additional career paths. When those are completed, you can download them from the APHIS website where the Toolkit resides. If a specific career guide was not created for your position or a position that you’d like to obtain in the future, you can create your own career guide using the blank form in tab 11 of the toolkit 3. Use the examples included in this guide to help you, as you follow the suggested steps below.

Step 1. Decide on a position that you are interested in obtaining.

Step 2. Obtain a copy of the position description. You can contact Human Resources or someone already holding the position, and request a copy.

Step 3. On the blank career guide form, write the title and series, a brief description, and duties and responsibilities of the position. The position description will help with these items.

Step 4. Determine the level of leadership required for the targeted position on the APHIS Leadership Roadmap. Identify the competencies and behaviors needed to support the duties and responsibilities of that position, in consultation with a person in the position and using the Toolkit.

Step 5. Write a list of recommended positions that you could hold prior to obtaining **your** targeted position. Consult with someone in that position to help you identify these.

Step 6. Develop a list of developmental activities unique to the position in consultation with a person in this position

Step 7. If you need further assistance with creating your own career guide, call your training point of contact. (See Tab 12)

Step 8. Develop a goal in your IDP that supports your career guide.

Succession Plans

Succession planning assures that the correct leadership is always in place for the Agency to succeed. Certain positions are too important to be left vacant for a length of time, or filled with someone who is not prepared to lead. For this reason, ***all*** employees should be aware of and involved with their unit's succession plan, and be committed to personal self-development. The VS Career Guides should be used as a tool to support succession planning and to provide a transparent developmental process.

Veterinary Services (VS) Chief Information Officer (CIO), GS-2210-15

Position Description:

This position is the lead information technology (IT) person in VS. The CIO is responsible for developing and implementing policy ensuring appropriate and progressive management of VS IT resources. The CIO provides a coordinated and strategic approach to the application, development, and support of IT functions in all VS locations.

Duties and Responsibilities:

- Provides IT oversight, overall program guidance, and leadership.
- Develops IT standards and policies.
- Establishes and develops the budget to support and maintain the IT infrastructure and maximize efficiency in technology implementation.
- Prepares annual budget proposals and works with the VS Management Team (VSMT) to set system development priorities.
- Identifies and analyzes returns on investments for IT related expenses.
- Provides guidance and direction to the VSMT on IT policies and infrastructure.
- Interacts with VS management to identify overall IT needs within programs, ensures these needs are met, and confirms systems are being correctly utilized.
- Ensures IT programs are in compliance with USDA and APHIS policies and regulations.
- Provides strategic and operational direction for enterprise architecture and system developments/operations.
- Develops and coordinates IT systems quality assurance and control programs.
- Coordinates staff and contractors for systems development, operations, and maintenance.
- Leads IT governance team in the development of IT strategy, operational plans, business plans, and performance measures.
- Manage the evaluation of IT program effectiveness, including customer service satisfaction, systems availability, and applications usage.
- Develops and oversees implementation of standardized processes for hardware/software development and customer support.

Career Paths:

A combination of the positions you hold and the training and education you receive will help you meet the needed competencies

Competencies	Positions	Education/ Training
Accountability <ul style="list-style-type: none"> • Holds self and others accountable for measurable, high-quality, timely, and cost-effective results. • Determines objectives, sets priorities, and delegates work. • Accepts responsibility for mistakes. • Complies with established control systems and rules. 	Customer Service Information Technology Specialist Customer Service Team Lead	Bachelor's Degree in Information Technology M.S./PhD
Financial Management <ul style="list-style-type: none"> • Prepares, justifies, and administers the program budget. • Oversees procurement and contracting to achieve results. • Monitors expenditures and uses cost-benefit thinking to set priorities. 	Portfolio Director Project Management Director Technology Director	Fundamentals of APHIS Human Resource Management (FAHRM)
Leveraging Diversity <ul style="list-style-type: none"> • Fosters an inclusive workplace where diversity and individual differences are valued and leveraged to achieve the vision and mission of the organization. 	Application Development Director	
Mentoring Co-workers <ul style="list-style-type: none"> • Develops the ability of others to perform and contribute to the organization by providing ongoing feedback and by providing opportunities to learn through formal and informal methods. 	Delivery and Support Director	

<p><i>continued</i></p> <p><i>Problem Solving:</i></p> <ul style="list-style-type: none">• Identifies and analyzes problems.• Weighs relevance and accuracy of information.• Generates and evaluates alternative solutions.• Makes recommendations. <p><i>Strategic Thinking:</i></p> <ul style="list-style-type: none">• Formulates objectives and priorities, and implements plans consistent with the long-term interests of the organization in a global environment.• Capitalizes on opportunities and manages risks. <p><i>Technical Credibility</i></p> <ul style="list-style-type: none">• Understands and appropriately applies principles, procedures, requirements, regulations, and policies related to specialized expertise. <p><i>Technology Management:</i></p> <ul style="list-style-type: none">• Keeps up-to-date on technological developments.• Makes effective use of technology to achieve results.• Ensures access to and security of technology systems. <p><i>Vision:</i></p> <ul style="list-style-type: none">• Takes a long-term view and builds a shared vision with others; acts as a catalyst for organizational change.• Influences others to translate vision into action.			
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Center for Veterinary Biologics (CVB) Section Leader, GS-0701/403-14

Position Description:

The Center for Veterinary Biologics (CVB) is responsible for the administration of USDA's Veterinary Biologics Program which implements the provisions of the Virus Serum Toxin Act (VSTA) of 1913 to assure the purity, safety, potency, and efficacy of products shipped in or from the U.S. for the diagnosis, treatment, or prevention of diseases in animals. CVB is also responsible for ensuring that the Veterinary Biologics Program is conducted in compliance with the National Environment Policy Act (NEPA) of 1969. The CVB consists of two units: Inspection and Compliance (IC) and Policy, Evaluation, and Licensing (PEL). Within IC, a number of Section Leader positions exist: Quality Management; Inspection; Compliance; and Program Information Management and Security. Within PEL, there are also various Section Leader positions: Agent Biosecurity and Reference Management; Bacteriology; Statistics; Biotechnology, Immunology and Diagnostics; Virology; and Operational Support Staff. The Section Leaders at CVB are responsible for supervision of employees and coordinating activities within the section.

Duties and Responsibilities:

- Develops, documents, and interprets licensing and testing policy for the assigned CVB section.
- Directs a program of testing and evaluating veterinary biologics.
- Plans, formulates, and develops regulations and directives for the Virus-Serum-Toxin Act.
- Initiates and participates in periodic reviews and revisions of biologics production and testing standards.
- Evaluates applications and supporting data to determine adequacy for licensure or product revision.
- Provides support to VS and other government programs to determine the effect of regulatory actions.
- Establishes work assignment, long-term staffing needs, performance standards, and equal opportunities for subordinates.
- Collaborates with team to create a positive, effective environment.
- Statistics Section Leader also determines appropriate statistical methods for analyzing test results.

Career Paths:

A combination of the positions you hold and the training and education you receive will help you meet the needed competencies

<i>Competencies</i>	<i>Positions</i>	<i>Education/ Training</i>
Accountability <ul style="list-style-type: none"> • Holds self and others accountable for measurable high-quality, timely, and cost-effective results. • Determines objectives, sets priorities, and delegates work. • Accepts responsibility for mistakes. • Complies with established control systems and rules. 	Veterinary Medical Officer Epidemiologist Microbiologist	Bachelor's Degree Microbiology Doctorate in veterinary medicine
Conflict Management <ul style="list-style-type: none"> • Anticipates and takes steps to prevent counter-productive confrontations. • Manages and resolves conflicts and disagreements in a constructive manner. 	Mathematical Statistician (for Statistics Section Leader Position)	M.S./PhD Microbiology Statistics (for Statistics Section Leader position)
Developing Others <ul style="list-style-type: none"> • Develops the ability of others to perform and contribute to the organization by providing ongoing feedback and by providing opportunities to learn through formal and informal methods. 		Fundamentals of APHIS Human Resource Management (FAHRM)
Human Capital Management <ul style="list-style-type: none"> • Builds and manages workforce based on organizational goals, budget considerations, and staffing needs. • Ensures that employees are appropriately recruited, selected, appraised, and rewarded. • Takes action to address performance problems. 		Communication Team Building
Leveraging Diversity <ul style="list-style-type: none"> • Fosters an inclusive workplace where diversity and individual differences are valued and leveraged to achieve the vision and mission of the organization. 		Emotional Intelligence

<i>Continued</i>		Previous experience in applied statistics and veterinary medicine (for Statistics Section Leader position)	
Financial Management <ul style="list-style-type: none">• Prepares, justifies, and administers the program budget.• Oversees procurement and contracting to achieve desired results.• Monitors expenditures and uses cost-benefit thinking to set priorities. Technical Credibility <ul style="list-style-type: none">• Understands and appropriately applies principles, procedures, requirements, regulations, and policies related to specialized expertise.			

Administrative Officer, GS-0341-07/09 (promotion potential to GS-12)

Position Description:

The Administrative Officer (AO) possesses a broad knowledge of all phases of administrative operations and management procedures including financial, personnel, procurement, management analysis, property and space management, travel regulations, information and communication services and systems, safety and health programs, cooperative agreements, and Office of Workers Compensation Programs (OWCP). The AO also has extensive knowledge of administrative policies and procedures in VS Program requirements, as well as maintaining contact with the agency's administrative network. The AO reports directly to the Area Office/Regions, who provides administration and policy direction concerning overall Area project priorities, goals, and objectives. Leadership skills are necessary for the AO to supervise the administrative unit in the Area/Regional office. This position is located in each Area and Regional office around the country.

Duties and Responsibilities:

- Provides guidance for the Area/Regional Office on administrative, fiscal, personnel, and procurement issues.
- Supervises some or all clerical, secretarial, and administrative program functions and people.
- Assists in decision making and long-range planning with the Area Management Team.
- Compiles and implements policies within the Area/Regional Office.
- Prepares an annual operational budget request and monthly budget estimates and advises Area/Regional Management of inconsistencies or deviations that could result in program changes.
- Serves as the primary contact to servicing human resources officers on the full range of personnel activities, including position establishment, staffing and employment, employee benefits, and employee relations.
- Coordinates or establishes orientation for new employees and area training/safety/EEO activities.
- Independently procures supplies, equipment, and services for the Area/Regional Office.
- Assists the Area/Regional Office with assessing and determining the overall efficiency and effectiveness of project operations.
- Participates in emergency task forces during animal disease outbreaks.

Career Paths:

A combination of the positions you hold and the training and education you receive will help you meet the needed competencies

<i>Competencies</i>	<i>Positions</i>	<i>Education/ Training</i>
Team Building <ul style="list-style-type: none"> • Facilitates cooperation and motivates team members to accomplish group goals. 	Administrative Support Assistant	B.S. Management recommended
Decisiveness <ul style="list-style-type: none"> • Makes effective and timely decisions, even when data is limited or solutions produce unpleasant consequences. • Perceives the impact and implications of decisions. 	Office Automation Clerk Secretary	M.S. can be substituted for experience at the GS-9 level
Technical Credibility <ul style="list-style-type: none"> • Understands and appropriately applies principles, procedures, regulations, and policies related to specialized expertise. 	Animal Health Technician (AHT)	Ph.D. can be substituted for experience at the GS-11 level
Influencing & Negotiating <ul style="list-style-type: none"> • Builds consensus for a win-win situation. • Gains cooperation from others to obtain information and accomplish goals. 		Previous supervisor experience recommended
Problem Solving <ul style="list-style-type: none"> • Identifies and analyzes problems; weighs relevance and accuracy of information. • Evaluates alternative solutions, and makes recommendations. 		Fundamentals of APHIS Human Resource Management (FAHRM)

<i>continued</i> Oral & Written Communication <ul style="list-style-type: none">• Makes clear and convincing oral presentations.• Listens effectively.• Facilitates open communication.• Writes in a clear, concise, organized, and convincing manner for the intended audience.		Introduction to Administrative Processes Training So You Think You Want To Be A Supervisor?	
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